

PERFORMANCE AUDIT  
OF THE  
EMERGENCY MANAGEMENT DIVISION  
MICHIGAN DEPARTMENT OF STATE POLICE

July 1999

## EXECUTIVE DIGEST

# EMERGENCY MANAGEMENT DIVISION

INTRODUCTION	This report, issued in July 1999, contains the results of our performance audit* of the Emergency Management Division (EMD), Michigan Department of State Police.
AUDIT PURPOSE	This performance audit was conducted as part of the constitutional responsibility of the Office of the Auditor General. Performance audits are conducted on a priority basis related to the potential for improving effectiveness* and efficiency* .
BACKGROUND	EMD is authorized by Act 390, P.A. 1976 (Sections 30.401 - 30.420 of the <i>Michigan Compiled Laws</i> ), to coordinate within the State the emergency management activities of county, municipal, State, and federal governments. The Act also requires EMD to develop and maintain a State emergency management plan and to administer grants to local emergency management agencies. Local plans and response to actual disasters are primarily the responsibility of local agencies, which coordinate financial and other assistance to persons during disasters. EMD provides State and federal funds to State and local agencies for disaster recovery and emergency management administration.

\* See glossary on page 11 for definition.

For fiscal year 1997-98, EMD reported operating expenditures of approximately \$44.8 million. Of this amount, \$20.1 was distributed to State and local units for disasters and \$20.5 million was expended directly by EMD for disasters. As of February 28, 1999, EMD had 43 central and district office employees.

---

AUDIT OBJECTIVE,  
CONCLUSION, AND  
NOTEWORTHY  
ACCOMPLISHMENTS

**Audit Objective:** To assess the effectiveness of EMD's administration of emergency management programs.

**Conclusion:** Our assessment disclosed that EMD's administration of emergency management programs was effective. We did not note any reportable conditions\* .

**Noteworthy Accomplishments:** Michigan was the first state to develop Local Emergency Management Standards to enhance the emergency management capabilities throughout the State. The Standards provide an objective method for measuring the level of emergency management being provided to the citizens of the State. The Standards are being used as a model for other states establishing similar standards.

In addition, EMD developed the Michigan Rapid Impact Assessment Team (MRIAT) to enhance the State's capability in determining the nature, scope, magnitude, and severity of emergencies and disasters. MRIAT consists of individuals representing different functional disciplines (e.g., public infrastructure, elderly services, hazard mitigation, and building construction) who work with affected local governments to assess the damage, impact, and resource needs of individual citizens and their communities.

\* See glossary on page 11 for definition.

---

AUDIT SCOPE AND  
METHODOLOGY

Our audit scope was to examine the program and other records of the Emergency Management Division. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

Our methodology included the testing of records primarily covering the period October 1, 1996 through February 28, 1999. We interviewed both central and district office employees to gain an understanding of the program. We reviewed EMD records related to emergency management preparedness exercises and assessed the state of preparedness of the program, including EMD's role in year 2000 preparedness.

To assess the overall program structure, we reviewed EMD's methods of establishing Statewide standards and requirements for emergency management programs. To assess the effectiveness of EMD's Statewide coordination of the program, we reviewed the records relating to EMD's monitoring of local emergency management activities.

We visited selected EMD district offices and local emergency management agencies to assess EMD's application of program requirements.

---

PRIOR AUDIT  
FOLLOW-UP

EMD complied with all 3 of our prior audit recommendations.

This page left intentionally blank.

Colonel Michael D. Robinson, Director  
Michigan Department of State Police  
714 South Harrison Road  
East Lansing, Michigan

Dear Colonel Robinson:

This is our report on the performance audit of the Emergency Management Division, Michigan Department of State Police.

This report contains our executive digest; description of agency; audit objective, scope, and methodology and prior audit follow-up; comment; and a glossary of acronyms and terms.

We appreciate the courtesy and cooperation extended to us during this audit.

Sincerely,

Thomas H. McTavish, C.P.A.  
Auditor General

This page left intentionally blank.

## **TABLE OF CONTENTS**

### **EMERGENCY MANAGEMENT DIVISION MICHIGAN DEPARTMENT OF STATE POLICE**

#### **INTRODUCTION**

	<u>Page</u>
Executive Digest	1
Report Letter	5
Description of Agency	8
Audit Objective, Scope, and Methodology and Prior Audit Follow-Up	9

#### **COMMENT**

Effectiveness of Administration of Emergency Management Programs	10
--	----

#### **GLOSSARY**

Glossary of Acronyms and Terms	11
--------------------------------	----



## Description of Agency

The Emergency Management Division (EMD), Michigan Department of State Police, is authorized by Act 390, P.A. 1976 (Sections 30.401 - 30.420 of the *Michigan Compiled Laws*), to coordinate within the State the emergency management activities of county, municipal, State, and federal governments. The Act also requires EMD to develop and maintain a State emergency management plan and to administer grants to local emergency management agencies. Local plans and response to actual disasters are primarily the responsibility of local agencies, which coordinate financial and other assistance to persons during disasters. EMD provides State and federal funds to State and local agencies for disaster recovery and emergency management administration.

EMD's overall objective is to develop effective emergency response capabilities that provide for the health, safety, and welfare of the people of the State upon the occurrence or threat of severe damage, injury, or loss of life or property resulting from natural or man-made disasters.

For fiscal year 1997-98, EMD reported operating expenditures of approximately \$44.8 million. Of this amount, \$20.1 was distributed to State and local units for disasters and \$20.5 million was expended directly by EMD for disasters. As of February 28, 1999, EMD had 43 central and district office employees.

## Audit Objective, Scope, and Methodology and Prior Audit Follow-Up

### Audit Objective

The objective of our performance audit of the Emergency Management Division (EMD), Michigan Department of State Police, was to assess the effectiveness of EMD's administration of emergency management programs.

### Audit Scope

Our audit scope was to examine the program and other records of the Emergency Management Division. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

### Audit Methodology

Our audit procedures were performed from January through March 1999 and included the testing of records primarily covering the period October 1, 1996 through February 28, 1999. We interviewed both central and district office employees to gain an understanding of the program. We reviewed EMD records related to emergency management preparedness exercises and assessed the state of preparedness of the program, including EMD's role in year 2000 preparedness.

To assess the overall program structure, we reviewed EMD's methods of establishing Statewide standards and requirements for emergency management programs. To assess the effectiveness of EMD's Statewide coordination of the program, we reviewed the records relating to EMD's monitoring of local emergency management activities.

We visited selected EMD district offices and local emergency management agencies to assess EMD's application of program requirements.

### Prior Audit Follow-Up

EMD complied with all 3 of our prior audit recommendations.

## COMMENT

### EFFECTIVENESS OF ADMINISTRATION OF EMERGENCY MANAGEMENT PROGRAMS

#### COMMENT

**Audit Objective:** To assess the effectiveness of the Emergency Management Division's (EMD's) administration of emergency management programs.

**Conclusion:** Our assessment disclosed that EMD's administration of emergency management programs was effective. We did not note any reportable conditions.

**Noteworthy Accomplishments:** Michigan was the first state to develop Local Emergency Management Standards to enhance the emergency management capabilities throughout the State. The Standards provide an objective method for measuring the level of emergency management being provided to the citizens of the State. The Standards are being used as a model for other states establishing similar standards.

In addition, EMD developed the Michigan Rapid Impact Assessment Team (MRIAT) to enhance the State's capability in determining the nature, scope, magnitude, and severity of emergencies and disasters. MRIAT consists of individuals representing different functional disciplines (e.g., public infrastructure, elderly services, hazard mitigation, and building construction) who work with affected local governments to assess the damage, impact, and resource needs of individual citizens and their communities.

## Glossary of Acronyms and Terms

effectiveness	Program success in achieving mission and goals.
efficiency	Achieving the most outputs and outcomes practical for the amount of resources applied or minimizing the amount of resources required to attain a certain level of outputs or outcomes.
EMD	Emergency Management Division.
MRIAT	Michigan Rapid Impact Assessment Team.
performance audit	An economy and efficiency audit or a program audit that is designed to provide an independent assessment of the performance of a governmental entity, program, activity, or function to improve public accountability and to facilitate decision making by parties responsible for overseeing or initiating corrective action.
reportable condition	A matter coming to the auditor's attention that, in his/her judgment, should be communicated because it represents either an opportunity for improvement or a significant deficiency in management's ability to operate a program in an effective and efficient manner.